# CRITICAL EVALUATION OF HUMAN RESOURCE DEVELOPMENT CENTRES IN INDIAN ARMY

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# INTRODUCTION

Human Resource Development (HRD) in Indian Army is an essential command function and in this context, it needs to be understood that the soldier of tomorrow has to be innovative who can combine imagination and knowledge with action. As the Nation marches towards economic and the associated resurgence to emerge as a key player as 2030, in the international arena, there is a need to concurrently focus on consolidating Indian Army into an extremely cohesive, modern and potent force capable of meeting challenges likely to be confronted by the nation.

HRD in the Army is an extremely vital issue because the strength of the organization has always been it's soldiers. It has been a cliché that 'institutions do not transform - its people do; platforms and organizations do not defend the country – people do'. The units and formations do not sacrifice and take risks for the nation – the people do it. It is therefore, evident that without highly skilled competent and dedicated soldiers in its rank and file, it matters little how lethal the weapon systems are and how strategically responsive the formation Headquarters are trained to be. What is vital is the men behind the weapons who are the prime enablers of the strategy. For this purpose the work force in form of soldiers need to be trained and developed by the organization for organizational growth, soldier's personal development and further contribute in Nations building.

Human Resource of Indian Army is its soldiers. Given its size, diversion and complexities the challenges that confront the Indian Army, when it comes to management of its Human Resource element, is a gigantic one. The enormity of the task can be ascertained from the fact that the Army has about 12.37 Lakhs serving soldiers in the rank and file and it also has over 23 Lakhs of its skilled ex-servicemen veterans who have retired from service. While the organizational structure of the Army has a few characteristics that are similar to what obtains in most large-scale commercial organizations to include hierarchies and functions, leaders and followers, teams, meetings and strategy sessions. What is different and special about the Army is the very high emphasis on 'delivering the goods even at the cost of laying down one's life'. Also and more importantly a sense of social obligation and responsibility is ingrained into the organization at all levels. This makes the Army the last straw and indisputably the most reliable asset that Nation can rely during any hours of crisis. Given the enormity of the multiple tasking a soldier has to perform, it is imperative that the

**Human Resource Development Centres (HRDC)** has to have a keen sense of responsibilities, professional expertise and loyalty both to the organization and the Nation.
In the present research all prominent Human Resource Development Centres (HRDCs) in the Army, at all echelons will be evaluated and their aims and objectives will be highlighted. The research for officers shall cover the training academies located at Dehradun, Chennai, Kharagwasla, Wellington, Mhow and Devlali. For soldiers the various Regiments Centres of Artillery, Infantry and Army Education Corps will be the part of Research work. In brief, the objectives of the study shallbe :-

- Human Resource Development Centres contribute immensely and constructively in developing boys into gentlemen. HRDCs at Army Command and field formation levels will be analyzed into focusing on the type of training imparted in developing mental, physical, social and moralfibre of troops.
- Training imparted to soldiers in leading Regimental Training Centres and Officers Training Academies will be covered in the research keeping latest trends in mind.
- Professional growth of a soldier in the organization during active service and subsequent contribution to the Nation and society post retirement.

The main focus of the research work will be how Armed Forces through impeccable training in its establishment can not only be utilized to guard the border but with its enormous human resources can contribute immensely in nation building and growth of society. Emphasis on human resource development in the Indian Army has today become extremely important for the growth of the organization and also nation building.

## STATEMENT OF PROBLEM

Indian Army is the second largest standing Army in the world. It has strength of 1.3 million active personnel and 2.3 million reserve personnel. In addition, there was approximately 1.3 million paramilitary personnel, making it one of the world's largest military forces. A bulk of these soldiers retire very young i.e. 89% retire between 30-50 years of age with around 60,000 retiring every year and becoming ex-servicemen (ESM).

**Main Problems Envisaged are:-**

- The service in the Army is not a job but love and passion. The soldier is not working for himself but for the country and for its citizens. It's not easy to be so selfless and that's exactly what makes these ordinary men extraordinary. Thus these motivated large human resource needs to be trained professionally and academically for organizational efficiency and nation building.
- The hardships for Army men begin at training level itself. The training is done under strict discipline with absolute zero tolerance for mistakes in various inclement weathers and hostile terrain conditions during the training period, the soldiers operate on little to no sleep and have a rigorous exercise routine to follow including long distance marches and runs with the full battle load on their backs. And these routine and training are practisedeveryday for long hours.

- The struggle for an Army soldier doesn't end at training level. Actually, the real struggle begins from there. In J & K and North East there are allegations of Human Rights violations. There is a serious language problem between people belonging to different region and states and operating in different states with no knowledge of local dialect.

- The soldier is far away from his loved ones, fighting for life every single day. It is not only military training of academic training that a soldier needs but also requires attitudinal and behavioral training to make them socially adaptable and morally upright.

- The soldier retires at an early age form his civilian counterpart. The retirement brings in insecurity and financial burden places him outside the secured comfort zone of his unit/service life. Not finding himself adequately qualified for or suited to tenet civilian way of life often becomes an impediment for a second career.

## REVIEW OF LITERATURE

Sofat(*2016)*reported that a Soldier, traditionally has been referred to as a 'Jawan' in India, is called by that nick name owing to the tremendous strength and grit the term wields.Human Resource Development and management in the Armed Forces has always been a vital issue because its strength has always been the soldiers.

Rao (2016)pointed out that the foundation of Indian Army was laid with the Ensign and thirty men of Bengal, few hundred guards of Madras and a small force of Bombay in

1662. By the mid-18$^{th}$century three "Presidency towns" (Bombay, Calcutta and Madras) had Imperial troops, Company European and CompanyIndian troops. Initially, these troops were to protect East India Company's factories and later they were used for founding an empire..

Menezes in (1993) described that the first very small step for some of Indianisation came from Lord Curzon in his 'Memorandum on Commissions for Indians-1900'. Against much opposition, in 1901 Lord Curzon established **Imperial Cadet Corps**, first in Meerut, then in Dehradun. After World War-I, Indianisation of Army was undertaken in a big way. Units were nominated based on region/race. RIMC (Rashtriya Indian Military College) was opened in Mar 1922 and IMA (Indian Military Academy) in 1932. Indian State Forces were reorganized and Modernization was undertaken in terms of organization and equipment. Expansion of Army in India in 1941, just before World War II, was quite colossal. New units such as Assam, Bengal, Bihar, Mahar, and Mazhabi Sikh were raised. Officer Training Schools at Mhow, Bangalore and Belgaum were started. The strength of Indian state forces was doubled. Observer Corps, Para Troopers, IAMC (Indian Army Medical Corps) and IEME (Indian Electrical & Mechanical Engineer Corps) and Woman Auxiliary Corps (I), Ordnance Factories and Training Establishment, Supply and Transport Corps, and other departments came up during this period. For higher training of Officers Staff College at Quetta was established. All this was going on due to war clouds hovering over the British Empire.

Pravel (1986) mentioned that the machinery for partition was set up when Partition Council came into being on 26 June 1947. After independence Army was to be divided between two newly born nations. Generally, the ratio was 2:1 between India and Pakistan. Three services were placed under independent executive heads. Supreme command of Armed Forces was vested in the President of India. Inter arms precedence was changed to Army, Navy and Air Force. Changes were made in flags, crest and rank badges. India inherited the Army which had world experience of campaigns. After independence army had played a vital role in the country's national and international policies. It has substantially influenced the course of national history. Personnel of the army were drawn from different parts of the Country, different religions and linguistic groups, hence the army after independence was truly a symbol of national unity and integration. Contributions of Indian Army post independence were :-

- Role in the integration of princely states with the Indian union particularly in case of Junagarh, Kashmir, Hyderabad and Goa.
- National stability after partition.

- National defence.
- Aid to civil authorities.
- Fighting against terrorism and insurgencies.
- International peace missions.

Cohen (2001) gladly divulged that the organizational format of the British Indian Army had been particularly criticized by Indian politician for recruitment by class and caste and martial-races theory. The military has lost it's attractiveness for the old elites of Indian society, and has become a more popular career for India's growing middle class. The doubling of the strength of Indian Army after 1962 has speeded up the process of increasing the size. Presently the Army's field force comprises of thirteen Corps, three Armoured Divisions, four Reorganised Army Plains Infantry Divisions (RAPID), eighteen Infantry Divisions and ten mountain Divisions, a number of independent Brigades, and requisite combat support and service support formations and units.

Ghosh (2006) revealed that HR Management was part and parcel of the management process of any organization. The objectives of HR Management are to provide right people to the organization in terms of needs, ensure quality, to face challenges and help to meet social obligations. Indian Army of today is loved by its people for its selfless devotion to duty. It alwaysremains alert against the threat of any foreign invasion; it fights epidemics and helps society in its reconstructions and prosperity. Whenever it wenton a foreign mission it enhanced the glory of the democratic Republic of India. Indian Army enlists men without any distinction or reservations of caste, creed or colour. Our soldiers are great warriors, enthusiastic, invincible and a competent body of vast power. Indian Army is the institution with proud traditions of selflessness, devotion to duly, sacrifice and valor.

Harison(2000) touched upon issues of recruitment and selection are the processes through which people move into the organisation. The human material, if well chosen, will always prove to have the abilities and wish to respond positively and fruitfully to developmental initiatives. Discipline and duty of Indian soldier prepares him for personal sacrifice and service before self. For a soldier duty is the obedience of orders of God as delivered by the conscience and learned through discipline, which is enforced by the rightful authority. The Indian Soldier is always rated as the most obedient soldier of all world armies. The Soldier defends external aggression and dies for the nation. He fights with bravery, alacrity, steadfastness. He is a remarkable human being spiritually evolved, mentally stoic &

sharp and physically hardy and skilled. The Soldier is strong both in spirit and body. An Indian soldier, in fact, has the making of the one of the finest breed of soldiers in the world. In war, a soldier is the first and final weapon. He is 'tempered in training, tested in battle and preserved in peace'. The fighting Soldier indeed is the maker of the history and destiny of the nation.

Armstrong (2017) brought out the 'strategic HRM skills' required and the strategic role the HR professionals have to support for the achievement of the organisation's goals and values. To know how to plan the use of resources and to make the best use of business opportunities is the key. One needs to focus on promoting positive attitudes that result in an engaged, committed and motivated workforce. This approach to HR Management is aptly relevant to Soldiers seeking a second career.

In the present work, the researcher is mainly trying to deny the myth that 'armed forces only guard the Nations border'. This denial is proposed to be carried out by collecting data from various military offices and organizations. Thus the main focus of the present study is to evaluate how armed forces develop its soldier throughits meticulous training and time-tested ethos. The developed human resource will ultimately lead to a definite national and social growth and progress.

## OBJECTIVES OF THE STUDY

1. To analyse the contribution of Human Resource Development Centres (HRDC) in professional and academic growth of serving officers and soldiers in Indian Army.

2. To identify the various fields and areas of development HRDC undertakes to enhance knowledge level and skill augmentation among selected officers and soldiers.

3. To evaluate different training methodsundertaken by HRDCs and Training Institutes towards development of soldiers and officers of Indian Army.

## SIGNIFICANCE OF THE RESEARCH

Human resource development is today the most important factor among the various resources such as equipment, material, money and time. The accepted

principle in armed forces 'the man behind the machine' is more important to wield the gun and hence the rightful development of the soldier is focused. Emphasis on human resource development in defence forces is further warranted today because of a new concept of soldiering 'Future Infantry Soldier As Systems' (FINSAS), high modern technology oriented security apparatus which demands highly trained soldiers. These highly trained and motivated soldiers once join the main stream during service or after retirement become the most loyal and potential resource of organizational, national and social growth and progress.

Human resource development has today become extremely important in nations progress and advancement. In a human intensive country like India, taking stock of human resource development and its future imperatives in terms of contribution of large organization like defence services particularly its training institutions is the need of the hour. The present study and research is an attempt to highlight this important aspect of making the study important and relevant in present context. The cliché cannot be over emphasized, 'An effective organization is as strong as its people'.

## HYPOTHESIS OF STUDY

1. HRDC positively contributes towards the development of Army soldiers both academically and professionally.
2. HRDC has positive impact on the knowledge level and skill augmentation of soldiers and officers.
3. Training methods undertaken by HRDC have positive impact on the development of soldiers.

## RESEARCH METHODOLOGY

### Research Design

A descriptive research design guided by the positivist paradigm will be adopted to carry out the research. This is a quantitative study where the data will be collected using the survey method following the convenience sampling technique.

### 7.2 Questionnaire Design

In order to prove our hypothesis, data will be collected from the faculty heads, archives and the trainees. Thereafter the dyads will be prepared. In order to prove our first hypothesis a standardized questionnaire on HRD will be taken which will be filled by the faculty heads. For second hypothesis questionnaire on knowledge, skill and attitude will be taken. Here the respondents will be the soldiers. In order to accomplish our third objective, two questionnaire will be developed on – On the job training and Leadership training.

### 7.3. Pilot Study

Before carrying out the main study, a pilot study will be taken up with an objective to test the reliability and validity of the questionnaires selected for data collection to be done in the actual study. The sample population will be from the Indian Army personnel. The data will be collected from Army HQ, various HRDCs, Defence libraries, and Military Training Directorate of Indian Army, New Delhi. The results of the pilot study will help in indicating the acceptable range of reliability values for all the questionnaires which will be used in the study. Sampling will be done based on the quantum of human resource developed by the Indian Army on yearly basis. All major HRDCs of Indian Army, its Training Centres and the Academies having a substantial contribution in developing human resource of the Army will be covered by the study. Further, only those areas/ fieldsof human resource development will be covered by the study which has a direct bearing on the role of the HRDC in shaping soldier's personality development.Theabove mentioned sampling will be necessitated due to constraints of time and resources.

### 1.4. Data Analysis

Confirmatory Factor Analysis will done through AMOS 20.0 software. Hypotheses' testing will be done through SPSS MACRO 'PROCESS', SPSS 20.0.

# TENTATIVE CHAPTERIZATION OF RESEARCH WORK

## CHAPTER–I

**Introduction:**

- Indian Army; an overview.
- Growth and Development of HRDC over the years.
- Future perspective of HRDC in nation building.

## CHAPTER–II

**Aspects of Human Resource Development Centres and its Resources in Indian Army:**

- Review of Literature.
- Humble beginning.
- The mid way growth and reduction.
- Present state.

## CHAPTER–III

**Areas &Fields for Developing Human Resource of the Indian Army:**

- Academic fields.
- Military fields.
- Attitudinal and behavioral fields.

## CHAPTER–IV

**HRDC the Embodiment of Developing HR in the Army:**

- Initial Stage
- Development over the years
- The current status.
- The vision ahead.

**CHAPTER–V**

Structured HRDCs and their Contribution towards Developing Army Personnel:-

- Command HRDCs.
- Corps HRDCs.
- Divisional HRDCs.
- Brigade HRDCs.

**CHAPTER–VI**

- Methodology of Research Work.

**CHAPTER–VII**

- Outcome of the study.
- Recommendations to make Army HRDCs as centre of Excellence and more contributory (useful) to the national and social progress.
- Suggestions for further studies on similar and related subjects.

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## DECLARATION

I hereby declare that the synopsis entitled "**Critical Evaluation of Human Resource Development Centres In Indian Army"**to be submitted for Registration into the Doctor of Philosophy Program of Jharkhand Rai University is my original work and the same has not formed the basis for the award of any degree, diploma, associate ship or fellowship of similar other titles. It has not been submitted to any other University or Institution for registration and award of any degree or diploma.

Place : (Signature of the candidate)

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